

Dimensions

Defense Logistics Agency

Spring 2005



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- RESOLVE Program
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★★★ From the Director

The Defense Logistics Agency's (DLA) mission to supply America's Armed Forces goes on 24 hours a day, 7 days a week, all over the world. We recently established DLA-Central in order to have a permanent presence in the CENTCOM AOR (area of responsibility). The establishment of DLA-C coincides with the Agency's evolution into an organization that places our customers in the driver's seat. It's another step in moving DLA to being a key player in the factory to foxhole concept of providing supply chain logistics to the warfighter.

Another facet of the DLA mission is to provide material in support of humanitarian missions. An example of this is the quick response of employees from the Defense Supply Center Philadelphia (DSCP) when a devastating tsunami struck in south Asia. The DSCP team worked to fill hundreds of requisitions, ranging from bandages and lab supplies to surgical items. Additionally, the DSCP team worked diligently to stock the USNS Mercy hospital ship that deployed to the region.

The Agency's ability to respond to constantly fluctuating requirements is due to the efforts of our skilled workforce. We are fortunate to have high caliber individuals working in DLA today. To ensure our future workforce maintains world-class performance, we continually recruit the best and brightest. Recruitment efforts that focus on ensuring diversity among our employees include the Recruitment, Employment and Advancement for Latinos (REAL) Program, the Hispanic Association of Colleges and Universities and Hispanic Employment Sponsorship Programs, and the DLA Corporate Intern Program.

We are also fortunate to have had outstanding former employees whose many accomplishments inspire



us all. Seven people whose experience represents the entire history of DLA were inducted into the Hall of Fame. They made substantial contributions to the Agency and exemplify our ideal of constantly striving for excellence in all we do to support the Military Services. We must build on the legacy these people have left behind to achieve future success for DLA and its customers. ♦

KEITH W. LIPPERT
Vice Admiral, SC, USN
Director

Dimensions

In this Issue:



Defense Logistics Agency

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On the cover: The guided missile cruiser USS Vincennes (CG 49) pulls into Pearl Harbor, Hawaii, for a scheduled port visit. Vincennes, the third ship in the Ticonderoga-class, was launched April 14, 1984, and commissioned in July 1985. (U.S. Navy photo by Photographer's Mate 1st Class Robert C. Foster Jr. (Released))

DLA-Central Supports Customers, Contingency Teams in Southwest Asia

By Joy Kress
DLA Public Affairs Office

After a visit to U.S. Central Command's Area of Operations in Kuwait and Bahrain in June 2003, Defense Logistics Agency Director Vice Adm. Keith Lippert determined that a DLA-Central should be established in order for DLA to have a permanent presence in the region.

Through the efforts of many at DLA and coordination with U.S. CENTCOM, U.S. Air Force Central Command, U.S. Army Forces Central Command and U.S. Navy Central Command, DLA-C officially stood up Oct. 12, 2004, at an assumption of command ceremony at DLA Headquarters in Fort Belvoir, Va.

Working alongside U.S. CENTCOM at its rear headquarters at MacDill Air Force Base in Tampa, Fla., DLA-C creates one focal point for the DLA director and combatant commander for Southwest Asia.

Currently three DLA customer service representatives will work inside and outside the theater of operations to create a viable bridge towards better advisement and communication between DLA field activities and military customers.

The new organization does not have command over DLA's distribution centers; it instead provides the field activities with one point of contact for all supply requisitions in the Middle East.

Similar to the already established DLA-Europe, supporter to the United States European Command, and DLA-Pacific, supporter of the United States Pacific Command, DLA-C will engage customers throughout the U.S. CENTCOM area of responsibility and its 27 nations to maximize warfighter readiness and logistics combat power through coordination and synchronization of an enterprise solution.

"The establishment of DLA-C," Lippert stated at the ceremony, "coincides with the Agency's evolution into an organization that places our customers in the driver's seat. It's one more step toward moving DLA from being a continental United States warehouse to being a regional supplier in touch with our customer."

Army Col. Franklin Keith Jones was selected to command DLA-C and the DLA Contingency Support Teams in Iraq, Kuwait and Afghanistan. Jones reports to DLA

Director of Customer Readiness and Operations (J-4) Larry Glasco.

"These are exciting times and require strong leadership," Glasco said, "I know Col. Jones and his team will provide it for this mission."

With leadership in place, offices that support both DLA-C and the DCSTs are working hand in hand to make sure that the stand-up is a success.

"We are starting out small," DLA-C Deputy William Bennett said. "Only seven personnel will run the customer and advisory operations, but this gives us the flexibility to shape the organization over time."

DLA's Logistics Operations Center, located at DLA Headquarters, will provide DLA-C clerical support, like travel orders and budgeting, for at least one year until the organization gains a clerical staff.

The DLOC office will also provide another customer service representative for Kuwait to add to the two full-time DLA-C representatives positioned in Bahrain and Qatar. The CSR's positions will provide onsite support to previously under-represented customers in theater, according to Bennett.

"The third CSR will help DLA-C create a permanent rotation of representatives when they are established in theater," DLOC Deputy Staff Director and DCST Program Manager Carole Christensen said.

"Even though DLA-C is still in its infancy," Christensen continued, "its command of the DLA contingency teams in the region will be invaluable in support to the services. These contingency teams are as far forward as the Agency has ever been."

Originally conceived as an attachment to a theater support command in the rear, DCSTs are now deployed alongside the warfighter, providing direct support to the demands of military customers.

"We don't push our way into the theater," Christensen said, "we are pulled. If the director chooses to put a team somewhere then we execute that choice. We could do things from home station, but we've learned that we do better when we put those people right out there with the warfighter."

Since DCST policy states that the combatant commander must request contingency teams, the number of personnel for each team is determined by the mission, the customer and the scope of operations.



During the DLA-Central stand-up and assumption of command ceremony, DLA-Central Commander Army Col. Franklin Keith Jones (far right) hands DLA Command Sgt. Maj. David Roman the DLA-C flag, while DLA Director Vice Adm Keith Lippert and Customer Operations and Readiness (J-4) Director Larry Glasco look on. (Photo by Thomas Wilkins)

In December 1995, for example, DLA-E provided a team in the Balkans that also included members of the Defense Contract Management Agency. The combined groups were composed of 152 people in Bosnia, Croatia and Hungary, and another team in Kosovo. Since the operational tempo and mission has decreased over the past decade, the team in Bosnia closed down last fall and only one person remains for the Kosovo team.

Now DLA-C oversees three teams already established in Kuwait, Iraq and Afghanistan, to provide support in Operation Enduring Freedom and Operation Iraqi Freedom. The total staff in each theater has never been

over 40 people, according to Christensen, since teams are 'right-sized' for the mission.

With Jones commanding both DLA-C and the DCSTs, DLA will have greater engagement with their military customers by knowing their requirements and concerns from the ground to anticipate their customer's needs, according to Lippert.

"Everywhere Keith has gone throughout the world," Lippert said, "he has held the most challenging jobs and has consistently delivered superb results. Keith Jones is the right person to represent DLA to our customers in the U.S. CENTCOM Area of Operations." ♦

Defense Supply Center Philadelphia Assists in Tsunami Relief

By Dena Selkow
Defense Supply Center Philadelphia
Public Affairs Office

The tsunami that struck on Dec. 26 in south Asia was produced by the largest earthquake to strike since 1964. The 8.9-magnitude quake hit off the coast of Indonesia and triggered extremely large waves that brought massive flooding, damage and loss of life in the region.

Employees from all areas of the Defense Supply Center Philadelphia, Pa., Medical Directorate and the Emergency Support Operations Center played vital roles in providing medical support for the victims. On what should have been a festive, relaxing holiday, New Year's Day, employees of Medical were on stand-by to begin filling medical requirements to stock the USNS Mercy hospital ship that would be deploying from its home port in San Diego, Calif., on Jan. 6 to support the stricken region.

"This is what we do and why we're here," said Steve McManus, deputy director of DSCP's Medical Directorate. "It's an honor to be able to serve and be in a position to help when you see this kind of devastation."

McManus said the initial call came in on Thursday, Dec. 30 warning DSCP's Medical Directorate that it would be getting about 1,400 line requisitions as soon as the orders were official for the USNS Mercy hospital ship to deploy.

McManus said DSCP's Medical managers met that afternoon to plot their strategy on how to man-

age the flood of requisitions if they arrived over the New Year's holiday weekend.

"We sent a message out the afternoon of Dec. 30 to the Medical Directorate business units and DSCP's command indicating that we were ready," McManus said. "The requisitions started showing up on Sunday, Jan. 2."

Jackie Basquill, chief of the DSCP ESOC Office said, "We [employees of the medical directorate] reported to work on Sunday morning to begin the processing of the orders. The key was to prioritize and juggle the many emergency orders we received, affording each one personal attention. Also, we are able to share the workload as a team and everyone was very supportive and considerate of the customers' needs."

Basquill said although it is the office's daily mission to provide emergency service, when an order of this magnitude and high visibility is received, it is a special honor to support the military in this kind of humanitarian mission.

In combat, the Mercy provides rapid, flexible and mobile acute medical and surgical services to support Marine Corps air and ground task forces deployed ashore, Army and Air Force units deployed ashore, and naval amphibious task forces and battle forces afloat.

In its peacetime role, Mercy provides mobile surgical hospital service for use by U.S. government agencies in disaster or humanitarian relief or limited humanitarian care incident to these missions or peacetime military operations.



The Defense Supply Center Philadelphia provides medical supplies and equipment for USNS Mercy hospital ship in support of its mission of assisting tsunami victims.

McManus said that by mid-January, DSCP had filled about 1,100 lines for the 1,000-bed hospital ship that will most likely be deployed several months in the Indian Ocean.

"We're stocking the ship with everything you would find in a large hospital, pharmaceuticals, bandages, vaccines, pain pills, lab supplies, medical/surgical items, the list goes on and on," he said.

McManus said that his employees understood the urgency and importance of the situation and worked together to get the orders filled. "Part of the underlying culture in the Medical Directorate is to be here to support the patients and to do whatever necessary to get the job done."

The order fulfillment process was highly automated and more effective than in years past thanks to the advances in buying practices over the years. "It makes us a lot more effective as an organization and the process can be managed with fewer people," noted McManus. ♦

DLIS Helps with Smart Codes

By Tim Hoyle
Defense Logistics Information Service
Public Affairs Office

Ever since scholars predicted the “global village,” there has been an effort to develop the “global marketplace” to supply the needs of that village. The challenge, of course, is to ensure that those attempting to trade with each other can fully understand what is being offered and accepted.

A major step closer to such communication came with the acceptance of “smart codification” by NATO’s Allied Committee 135. The committee has worked for many years to develop and refine a common language of logistics known as the NATO Codification System and the committee’s latest decision will share its techniques with global business.

“Helping to provide a smarter, more efficient way to identify items is part of the Defense Logistics Information Service’s commitment to provide state-of-the-art logistics information support to the Department of Defense and also to the international community that we collaborate and work closely with on cataloging matters,” said Rick Maison, DLIS’ executive director and chair of A/C 135. This NATO committee recently held its semi-annual meeting in Brasov, Romania, and took

a significant step forward in making cataloging more efficient and effective, funding a key demonstration project referred to as “Smart Codification.”

By accepting standard elements of NCS into its commercial cataloging information, the Electronic Commerce Code Management Association has helped to create a new benchmark, ISO standard 22745. They have also refined the ECCMA Open Technical Dictionary or eOTD. The majority of the information in the dictionary is from the NCS and is available for general use without charge or restrictions on use.

What makes the resulting codification process so “smart” is the ability to use the eOTD to support a future functional capability that allows systems to

seamlessly combine computer-aided design and product data management into a Standard for the Exchange of Product Model Data file that contains characteristic data encoded according to a standard catalog. The new STEP files will help suppliers characterize products accurately, consistently and efficiently at the source as an integral part of the design process, thus helping acquisition organizations more easily identify suitable products to meet their requirements. The “Smart Codification” prototype is scheduled for

unveiling at the 10th International Symposium on Codification, to be conducted Oct. 10-13, 2005 in Edinburgh, Scotland.

Besides preventing someone from obtaining the wrong item, the ability to use smart codification to catalog items at the source is expected to offer the following additional benefits through accurate, consistent and efficient characterization: reduced codification costs; reduced time to codify a product; improved quality of the NCS catalog entries; increased inventory rationalization; enhanced interoperability between the armed forces of different NATO countries; improved availability of assets; and an open and competitive industrial supply base.

The initial capability will include the following: enable the NCS participating nations to begin to reduce the costs of codification; exploit and enhance the existing Smart Codification developments for the NCS; and confirm that the

eOTD tagged elements can be converted to NATO tagged elements.

As the U.S. National Codification Bureau, DLIS provides cataloging services on all matters related to international codification, serves as the U.S. representative to NATO codification panels and task groups, and provides codification and liaison services to U.S. activities for items produced by NATO member nations and to NATO countries and other allied nations on items produced in the United States. Through its annual “NCB College,” DLIS personnel share their codification expertise to assist allied nations in their establishment of NATO compliant cataloging systems. ♦

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Cooperative Reutilization Effort Saves Taxpayers' Money

By Will Daniel
Defense Supply Center Richmond
Public Affairs Office

Officials at Defense Supply Center Richmond, Va., and two of its major tenants put their heads together and came up with a program to save the government hundreds of thousands of dollars on excess industrial gas cylinders. Defense Distribution Depot Richmond, Va., is the primary storage site for all cylinders in the Defense Department, and a large quantity had accumulated there over the years.

Mike Kuszmaul is the leader in DSCR Product Center 4, which is responsible for cylinders. He said the cylinders in the depot field here are for argon, carbon dioxide, helium, nitrogen, oxygen and acetylene gases used by all of the services. "Many activities have sent cylinders back here and many are old — out of date — and they have accumulated," he said. "Some are full and some are partially full."

Although the cylinders come in several sizes, the greatest quantity of excess is in the 1,800-pounds-per-square-inch size, which has been eliminated from use by the services. "We will review the records to determine which are needed and should be retained, and which should be disposed of," Kuszmaul said.

When she took the helm of DDRV, Jerri Taylor mentioned the cylinders to Rear Adm. Mike Lyden, DSCR commander, on her initial visit with him. "I told him there were a lot of cylinders at DDRV and asked him if we really need that many," she said. "We had our first meeting [with Product Center 4 officials] to determine a plan of action. The issue was first how many should be in the inventory and second, initiate action to dispose of the obsolete and excess cylinders."

That is when people from Product



A contractor employee removes excess industrial gas cylinders from a storage lot at Defense Distribution Depot Richmond, Va. (Photo by Jackie Palmer)

Center 4, DDRV and Defense Reutilization and Marketing Office decided to take this on as a cooperative project.

"DDRV and DRMO met to discuss ways to get rid of the excess inventory," Taylor said. "DRMO came up with a contract that is open for two years so vendors can come in and pick up cylinders as they come in."

DDRV has two options for the excess inventory, both involving DRMO. According to Joe Jones, DRMO environmental protection specialist, his office can contract to have the cylinders disposed of for scrap or resell them. Each cylinder sold generates \$5.99 in revenue, which goes directly into the U.S. Treasury, Jones said. He calls it "reutilizing government property."

"Our number one priority is reutilizing the property," Jones said. "Our effort resulted in sales." That result is a two-year "term sale" contract to sell the cylinders.

"As we generate these cylinders in the next two years, the contractor will pick them up," he said.

As of the first week in November 2004, more than 23,000 had been sold, Jones said, for a total of nearly \$142,000 returned to the treasury.

But that's not the only savings.

"Disposal cost is driven by contracts," Jones said. That cost is approximately \$10 for each cylinder that needs to be disposed of rather than sold. Had DRMO contracted for disposal of the 23,000 cylinders, it would have cost approximately \$230,000.

Taylor said the three organizations will determine how long the project will last after the inventories are completed and they can review the data.

The most remarkable thing about this project is that three separate activities are working closely to clean up the cylinder storage field here, Taylor said. "The fact that the first 20,000 are gone just since May is outstanding," she said in October. "It's pretty remarkable when you consider they [DRMO] put out contracts [for the disposal or sales]."

Taylor said about 20 people are working on the project, in addition to contractor employees. "[DDRV employees] Paul Beaulieu, Noel Edmonds, Scott Elliot, Richard Vaughan, Jamar Wallace and Morris Wiggins Jr. deserve special recognition for the work they've done on this project," she said.

Kuszmaul said two people from Product Center 4, Al Robertson and Carl Schott, also deserve recognition for their work on the project. ♦

DSCP Enters Unique Agreement

By Dena Selkow
Defense Supply Center Philadelphia
Public Affairs Office

In an Interagency Agreement between the Defense Supply Center Philadelphia, Pa., and the Department of Homeland Security/Federal Emergency Management Agency, DSCP "signed on" to procure emergency equipment and supplies for the National Disaster Medical System Program and its emergency mission. FEMA is the designated lead agency responsible for providing NDMS assistance to state and local governments during federally declared emergencies or disasters, including those involving acts of terrorism.

Under the agreement, DSCP purchases and delivers emergency support equipment and supplies to enhance the operational effectiveness of Disaster Medical Assistance Teams who respond to natural or man-made incidents.

Karen Griffin, FEMA's logistics liaison between the agencies

said what DSCP is providing is all of the equipment and supplies that support various types of caches. She defined a cache as all of the equipment and supplies necessary to provide first responder medical care during a disaster. There are approximately 35 people per response team. Depending upon the type of support needed, a team may include a mix of physicians, nurses, pharmacists, emergency medical personnel and veterinary personnel.

"The types of incidents for which these particular caches are used are anything from hurricanes to the September 11 terrorist shuttle Challenger tragedy," Griffith says. "The caches contain approximately 3,500 items totaling \$10 million in value." Included in the agreement between D

The caches would be used to support a Level 1 Team, which is designed to treat up to 300 patients and function for 72 hours—in a self-contained environment, without re-supply, she said.

"This is the type of agreement that has the potential to grow into opportunities to support other new non-traditional business for the Defense Logistics Agency and DSCP," said Nancy Chester, who works in DSCP's Customer Operations Directorate. "The FEMA initiative is a good start for our office to learn from, in terms of improving future customer support and branching out in new directions."

Chester said in the past, FEMA personnel working in the field during an emergency placed orders directly with DSCP's

Supply Chains (Medical, Clothing and Textiles, Subsistence, and Construction and Equipment) when quantities were small, and requirements did not cross supply chains. She explained that the re-supply of caches crosses all supply chains and DSCP is taking an integrated corporate approach to this project. "There is an enormous amount of line items and a huge process that accompanies the ordering," Chester said. "We are offering the customer truly a one-stop shopping experience where they come to DSCP for any number of the 3,500 line items and come through one central ordering point. We then coordinate with many offices throughout the supply chains to fill the order," she explained. DSCP is developing a standardized DMAT requirements document for FEMA. Additionally, DSCP is also developing a repeatable process for non-traditional customers supporting customers on a regular, integrated basis. "This initiative allows FEMA to partner with DSCP at the corporate level and have one cen-

tral point-of-contact to get the equipment and supplies needed instead of FEMA having multiple point-of-contacts in each supply chain," Chester said.

Griffin said DSCP has mostly been re-supplying caches previously used, but there are 14 new caches that will also be prepared under the NDMS Program.

Griffin described the support to the DMATs in any given emergency as "setting up an entire city within itself." DSCP is providing a large variety of products from laptop computers and communications equipment, to medical supplies and equipment, tentage items, screwdrivers, sandbags, generators and

portable toilets.

Abie Fuller, Chief of the Readiness and Customer Support Division within DSCP's Customer Operations Directorate, said DSCP plans on expanding its primary role of providing logistics support to the Department of Defense, to include Homeland Security. "We are making it easier for non-traditional customers to use DSCP as a source of supply. To accomplish this role we are assisting FEMA in enhancing its logistics process and refining its requirements. The DSCP supply chains are supporting current operations in Iraqi Freedom, and Enduring Freedom, while embracing our role in supporting Homeland Security," she said.

"We plan on continuing our partnership with FEMA and are working on a Corporate Engagement Strategy," Chester concluded. "This is truly a DSCP-wide effort and we could not have come this far without a unified effort and the dedication shown throughout DSCP's supply chains," she said. ♦



The Defense Supply Center Philadelphia provides emergency support equipment and supplies to enhance the operational effectiveness of Federal Emergency Management Agency Disaster Medical Assistance Teams.

Team Compiles First Supply Chain Management Training Catalog

by Jim Katzaman
DLA Public Affairs Office

Facing a project much larger and more complex than they expected, 10 people from Defense Logistics Agency's Human Resources Directorate Training Center produced the first Supply Chain Management Catalog for the U.S. Transportation Command.

Their work was concentrated to 30 days, after which they presented a comprehensive catalog of education and training resources for supply, distribution, transportation and end-to-end supply chain management. The effort not only supported USTRANSCOM's mission as Distribution Process Owner, but also earned the workers recognition as DLA's Human Resources Team of the Fourth Quarter.

The Secretary of Defense designated the USTRANSCOM commander as the Distribution Process Owner Sept. 16, 2003. To achieve focus on DPO's top priorities, it uses six pillars and many integrated process teams. In early July 2004, DLA met with two USTRANSCOM representatives to discuss the Human Realm Pillar and the development of a joint professional community of logisticians that can effectively support DPO objectives.

The DTC was asked to lead a team to develop a catalog of education and training resources for supply, distribution, transportation and end-to-end supply chain management to support this joint effort, and to do so in 30 days. The team included Angie Scott-Tucker, Training Division chief; Valerie Freeman, Workforce Development Division chief; human resources specialists Teri Erikson, Kris Williams, Julianne Schmidt, and June Ankenbrandt; Diane Murphy, multimedia specialist; Lisa Shaub, editor; Karen Klumb, editorial assistant; and Master Sgt. Bonnie Tuff, military personnel support.

The team came through while balancing their existing workload and on Aug. 12, the DLA Training Center, in collaboration with DLA and USTRANSCOM representatives, delivered a 218-page catalog for review containing colleges and universities, military service schools and war colleges, commercial training vendors, and trade and professional organizations that are recognized leaders for supply chain management education and training.

The project involved extensive research and collaboration with human resources team members; the DLA Logistics Operations and Customer Operations and Readiness directorates; USTRANSCOM Strategy, Plans, Policy, and Programs and Manpower and Personnel directorates; the military services, colleges and universities, and vendors.

The team held regular teleconferences to discuss status and address challenges, and used several communication

tools to accomplish their mission despite the geographic distance. The core team developed an initial project plan with milestones and established research criteria.

"It quickly became apparent that the project was much larger and more complex than initially envisioned," said Debbie Osborne, DLA Training Center deputy director. "It was important to work closely with J-3, J-4, and USTRANSCOM and enlist the talents of other J-1 staff members to meet the challenge of this high-visibility project and aggressive timeline."

Osborne said the team encountered several challenges during the month "but never let these deter them from delivering a quality product on time. The team worked many long hours including weekends to develop a product that we, DLA, and our customers would be proud of and one that exceeded expectations."

Team members volunteered to work late into the evening, stopped only by the 11 p.m. network shutdown, and returned to the office at 6 a.m. the following day to meet their 30-day deliverable commitment. "This only begins to demonstrate their spirit, dedication and commitment to our customers and the project," Osborne said.

The team reconfirmed the programs of instruction for the colleges and universities and published an updated catalog in October 2004.

"As the project evolves and skill requirements are defined, we will continue to update the catalog to reflect the best training resources available to meet the needs of the work force," Osborne said.

The team also provided updates for DLA Director Vice Adm. Keith Lippert, other Agency senior leaders and the USTRANSCOM commander. The DTC also helped in the development and delivery of a Department of Defense supply chain overview course along with the Army Logistics Management College and Army Transportation School. This five-day course covers deployment, supply, distribution, and transportation and is initially targeted to the National Partners Deployment and Distribution Operations Centers. The first course was held Oct. 4-8 at Scott Air Force Base, Ill.

"I witnessed first-hand the sacrifices the team members made to juggle work efforts, personal plans, and challenging issues to achieve this successful outcome," Osborne said. "This team demonstrates the positive results that occur when J-1 team members pull together. The team's efforts established a foundation for a strong working relationship with USTRANSCOM and continued support for DPO initiatives. J-1 is now an active partner in the Human Realm Pillar Education and Training IPT. We are extremely proud of their accomplishments." ♦

DOD RFID Survey Provides Feedback on Policy

By Alena Amy
XIO Strategies

Editor's Note: Alena Amy is a marketing assistant with XIO Strategies. This firm is working with the Department of Defense on RFID communications.

A recent survey conducted by the Department of Defense indicates that while challenges still exist, great strides have been made in communicating the policy requirements of the Radio Frequency Identification initiative.

The RFID policy was crafted in response to a directive issued by Under Secretary of Defense for Acquisition, Technology and Logistics Michael Wynne, that DOD, in partnership with industry, become an "early adopter" of innovative passive RFID technology. The final DOD RFID policy was signed on July 30, 2004, and directs the implementation of RFID throughout DOD according to the Supplier Implementation Plan.

Last fall, a survey was conducted to assess the level of supplier familiarity with the RFID policy and provide a forum for suppliers to provide DOD with feedback about the policy.

The Internet-based DOD RFID survey was conducted between

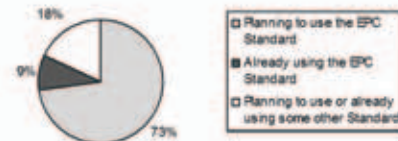
September and November 2004. An e-mail invitation to participate in the survey was sent to 1,284 individuals who participated in one of eight workshops or conferences held by DOD to address the RFID policy. In addition, an invitation to participate was also posted on the DOD RFID Web site (www.dodrfid.org). Approximately 400 industry members participated. Responses were anonymous, and the names and e-mail addresses of respondents were not collected or tracked.

The survey found that while there are still issues that need to be addressed, the supplier community is generally supportive of DOD's efforts to implement RFID technology. Approximately four out of five respondents reported that their organizations had plans to integrate procedures compatible with the DOD RFID policy with their internal business practices (see Fig. 1), and a large majority (82 percent) of respondents are using or plan to use EPC standards for RFID equipment and tags (see Fig. 2).

In rating the policy itself, just over one-third (37 percent) of respondents gave good or very good ratings for the clarity of the RFID policy, and about one in four gave similar ratings for the completeness of the policy. In addition, most respondents (59 percent) reported that the Supplier Implementation Plan provided the necessary information to determine when their company will be required to comply with the policy.

The survey also highlighted issues that DOD plans to address in 2005. While almost half of the respondents reported being very or generally familiar with the DOD

Figure 2. Question 6. Is your organization planning to use or already using the EPC standard for RFID?

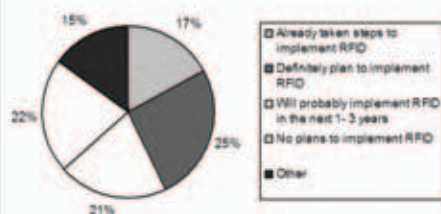


RFID policy, a substantial minority (30 percent) reported being only slightly or not at all familiar with it. Not surprisingly, this awareness breaks down according to size: about 85 percent of large companies, conducting \$100 million or more of sales to DOD, reported being very or generally familiar with the DOD RFID policy, while almost half of firms doing less than \$100 thousand gross in sales to DOD last year reported having slight or no familiarity with the policy.

Additionally, the survey found that the reported overall level of support for the DOD RFID policy varied among the senior management and operations staff of the respondents' organizations. A general or high level of support was reported by about 41 percent of respondents for senior management and 34 percent of respondents for operational staff. In order to reach out to these small businesses and provide frequently asked questions and information for all of its suppliers, DOD supports conferences, publishes articles, and provides a Web site (www.dodrfid.org).

Besides identifying areas for growth, the survey also found that nearly one third of the respondents already anticipate the positive impact the DOD RFID policy will have on their companies' business

Figure 1. Question 5. Which of the statements below best describes your plans to incorporate the DoD RFID Policy into your internal business practices?

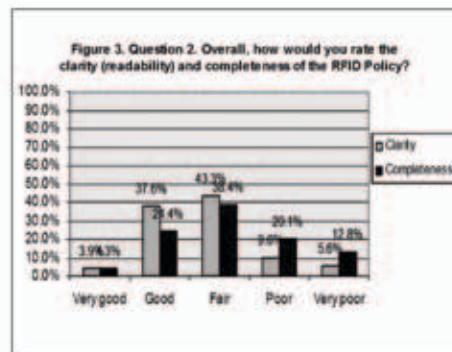


processes: "The RFID Policy, together with the UID Policy, are great steps toward getting the right item to the right place at the right time to support the warfighter."

Others view the policy as a helpful stimulus for carrying out business plans already in the works: "Management has been looking at incorporating RFID into many aspects of our business for many years. We first executed RFID on the security side of our operations and now we are including it on the supply chain side of operations."

Given the helpful feedback from

industry members, DOD plans to continue its efforts to address unanswered questions and provide ongoing opportunities for education and training. The department is working with the Defense Logistics Agency's Procurement and Technical Assistance Centers on the development of a supplier outreach program. PTAC is a DLA funded program with responsibility to provide supplier training and support to DOD suppliers. PTAC has offices across the United States and expects to be able to reach 56,000 suppliers in a 6-month period of



time.

Please refer to www.dodrfid.org for more information and a schedule of DOD-supported conferences. ♦

DDJF Handles Sensitive Materiel

By Jessica Walter
Defense Distribution Center
Command Affairs

Highly sensitive, leading-edge electronic components used on military aircraft weapons and navigation systems like fiber optic gyroscopes and high resolution infrared viewing equipment are all standard issue at Defense Distribution Depot Jacksonville, Fla.

As the primary distribution center supporting the Naval Air Depot Jacksonville, a U.S. Navy aircraft repair facility, DDJF employees routinely handle fragile equipment from fighter and attack planes, helicopters and other patrol, antisubmarine, transport and reconnaissance aircraft.

DDJF not only stocks the parts needed for the neighboring depot to repair aviation equipment, but they also provide additional services that keep the depot as productive as possible including removing the packaging from equipment on its way to the depot for repair. This service decreases Naval Air Depot Jacksonville's workload and prevents interruptions in work flow so that the technicians can spend more time on restoring the equipment to an operational condition.

"DLA is our main source of standard stock," said Navy Capt. David J.

Beck, commanding officer of Naval Air Depot Jacksonville. "Without their coordinated efforts, it would be hard for us to maintain our success."

Many of the parts received at DDJF are in need of repair, but before they can be transported to the neighboring Naval repair facility, they have to be "de-trashed"—a delicate operation, despite the harsh connotation of the term, that describes the removal of many levels of protective packaging.

Even unpacking a damaged item can be a very time-consuming and tenuous process. "De-packaging or 'de-trashing' requires skill and precision to properly remove the packaging without causing further damage," explained Navy Cmdr. James Smart, DDJF's commanding officer.

The bare item is then wheeled next door to the maintenance depot on a cart specifically designed to protect the vulnerable item.

And when the part is back in working order, it returns to DDJF where it is carefully packaged for re-issue to the military or stored for later use. Because of the sensitive nature of the materiel, the packaging process can require up to five levels of packaging—anything from the



Bracing for Departure. DDJF Woodworker James "Danny" Jones completes construction of a customized wood crate to ship a nose assembly for a P-3 Orion antisubmarine and surveillance plane.

basic bubble wrap and inflatable air barriers to expanding Polystyrene foam and custom-built wooden bracing.

"Our employees are highly trained in the area of proper packaging, and they give each item special attention to ensure each product arrives at the destination ready for use," said Smart.

These packaging services provided by DDJF not only help to extend the life of the aircraft components, but also to increase the availability of assets to America's warfighters. And, any items that maintain the military's mission readiness are definitely sensitive materiel. ♦

Wildlife Program at DSCR Receives National Certification

By Scott Andreae
Defense Supply Center Richmond
Public Affairs Office

After taking steps to take care of the birds, butterflies and elk that live on the installation, Defense Supply Center Richmond, Va., has received national recognition for its wildlife management program.

The Wildlife Habitat Council, a nonprofit organization, certified DSCR in the council's Habitat Program. This certification means DSCR is actively developing and monitoring its wildlife program based upon WHC recommendations.

DSCR's wildlife projects include creating three butterfly gardens, installing bluebird nesting boxes and monitoring egg

laying and chick development. Future efforts may include renovation of the pasture that contains an elk herd begun 100 years ago by the last private owner of the property where DSCR is located.

Council officials said they are interested in providing more intensive wildlife habitat on corporate and federally owned lands in order to preserve the gene pool of numerous wildlife species.

"In a time when many wildlife species have disappeared and the number of species anticipated to disappear in the future is expected to increase, the Wildlife Habitat Council sees a vast need for many acres of undeveloped land needing to be put aside to support wildlife breeding activity," said Richard Claytor, manager of

the DSCR natural resources program. "The Department of Defense's numerous acres of land in North America fill the bill with many types of landscapes to help in the effort to preserve wildlife populations and even to support species that could potentially disappear if such lands were not available."

Certified sites have a wildlife habitat team comprised of employees who volunteer to work on wildlife certification efforts, a wildlife plan and various projects in the plan. DSCR team members are Pat Burkarth, David Erhardt, Baron Hudson, David Matthews, Edward "Bill" Youmans, Gary Bowing, Frank Dipofi and Claytor.

Other potential projects are a Web site to keep employees informed of wildlife program activities and participation in the council's Corporate Lands for Learning program, which involves local school systems with wildlife conservation education efforts.

DSCR already has hosted scout troops and school groups. Wildlife habitat team members have attended Corporate Lands for Learning workshops and received certificates for youth wildlife conservation education related to land and water species. Team members hope to provide wildlife education programs in conjunction with DSCR's current school partnerships.

Claytor noted DSCR's forest areas provide habitat



Taking care of the elk herd at Defense Supply Center Richmond, Va., established in the early 1900s, is part of the center's wildlife management program. DSCR's program received certification from the Wildlife Habitat Council. (File photo)

for year-round and migrating animals and birds.

"We are very fortunate to have a mature eastern white oak tree canopy here which supports a large population of small mammals and birds as well as the undeveloped area along the western perimeter which provides stopover and nesting space for numerous species of neotropical birds in the early spring of each year," he said.

DSCR is the second Department of Defense installation to be certified.

Certification criteria are stringent. Sites must demonstrate that programs have been active for at least one year with a management plan that lists goals, objectives and prescriptions and complete documentation of all programs. A WHC biologist makes a site visit.

"We congratulate the Defense Supply Center Richmond on their efforts to help advance our initiatives to restore and enhance our natural resources. It is with this support that we can create a more ecologically sound and mutually beneficial environment for all,"

said Bill Howard, WHC president.

DSCR's certification as a wildlife habitat site is incorporated into the development of an environmental management system. An EMS allows each employee to look at the impact his or her job function has on the environment. If impacts are deemed severe, this management system allows controls to be put into place to minimize any harm. An EMS also encourages initiatives to improve the environment, such as improving wildlife habitats. ♦

RESOLVE Unravels Discrimination Disputes One Mediation at a Time

By Joy Kress
DLA Public Affairs Office

Promoted as a fast, informal, private and free way for employees to solve discrimination disputes, the Defense Logistics Agency launched a program in 1993 that uses mediation to Reach Equitable SOLutions Voluntarily and Easily, or RESOLVE conflicts in the work place.

"We, as an Agency, can't afford to have people distracted from their jobs," Equal Employment Opportunity Director Famia Magaña said. "That is why resolving any conflict that could deter a person from his or her work is so important."

Enjoying a 70 percent resolution rate, RESOLVE offers employees an alternative to the formal discrimination complaint processing system and has saved the Agency over \$8 million in litigation costs since 1997.

RESOLVE uses a trained, third party neutral, a mediator, to moderate discussions involving both the manager and employee. The mediator helps the parties find solutions to particular cases of discrimination that involve race, color, sex, national origin, religion, age, disability or previous participation in protected EEO activities. By empowering employees to be active participants in their own case, resolutions are usually made faster and to both parties' satisfaction.

Whether an employee is unhappy because he feels that he is not being utilized or that something is happening to him that is unfair, according to Magaña, RESOLVE allows the employee and manager to come together through mediation to find the root of the negative tension and baggage that brought them to mediation. Once they agree why they are in conflict, the parties must then agree on how to let go of the past and move forward.

As in any EEO case, expediency is key for any employee who wants his or her concern considered. In cases of EEO complaints, an individual must report the incident to his servicing EEO office and seek counseling within 45 days of the presumed event.

Once a claim is submitted, an EEO counselor will determine if the incident fits the requirements or basis of a discriminatory complaint. If the case merits the use of RESOLVE, the EEO staff will work to prepare both parties for mediation and a trained mediator from the Agency will be assigned to each party.

If an incident is deemed applicable but is past 45 days of the incident, the employee can still be referred for mediation through Alternative Dispute Resolution.

"Even if a case isn't submitted in a timely manner, it doesn't mean that there isn't an issue that needs to

be fixed,” Magaña stated. “Alternative dispute resolution processes can be used to get at those underlying issues and disputes in the work place. It is in the interest of the organization and the parties involved to really stop and address these issues to create positive working relationships.”

But once a mediation session is scheduled, how do employees and supervisors figure out ways to achieve what they want while remaining fair and positive?

Defense Supply Center Richmond’s Assistant Contracts Counsel Niketa Wharton, a RESOLVE mediator since 1998, explains that the parties involved must come to the table willing to listen with an open mind and to bargain in good faith without hidden agendas. The mediator’s ability to make the parties feel comfortable is also a very large component to the dynamics of the mediation.

“It’s important for the parties to know that the mediator will be an impartial, trustworthy individual,” Wharton said. “The mediator serves as an agent of reality and reason for the parties and will help them be more realistic about alternatives to reach an agreement.”

The first step in bringing the parties together, according to Wharton, is to create a rapport with the individuals long before the mediation begins. Sharing information about the process and the ground rules of the session, he encourages the parties to look towards the future they would like to create, instead of the past that they cannot change.

When the mediation does begin, it is up to the mediator to give each party ample time to speak and express their feelings. Also, he or she must keep the negotiations going, even when the parties are ready to give up. Depending on the case, RESOLVE mediations could last between one to four hours or may last several days.

“As far as the disputing parties are concerned, a

successful mediation is one in which a resolution is reached that ends their conflict and allows them to move on,” Wharton explained. “However, a mediation could be deemed a success where no resolution is reached. I have seen cases where the parties did not reach a resolution to their particular dispute, but by expressing their differences, it brought about a better level of understanding between the disputants and helped them communicate better.”

Regardless of the severity of the case or length of the mediation, the high success rate to a resolution is attributed to both parties’ willingness to work directly with each other to come to an agreement.

With more options available to the parties through RESOLVE than in a courtroom, Wharton said, the parties find that they are in control of their dispute resolution process and are free from traditional counseling or investigative procedures. Parties get to address the real issues in their dispute and once they have settled in this informal way, they can preserve their relationship and reduce the likelihood of further disputes.

If an agreement is reached, the employee and supervisor sign off on a written Settlement Agreement that acts as the contract between the two parties.

Depending upon the terms of the agreement, an employee can come back to the EEO office for compliance monitoring to seek enforcement of the terms.

“An important way to reduce the times when an employee will claim a breach of agreement is if both parties come to the mediation prepared,” Magaña said.

“Management and the employee need to determine what is the highest and lowest they are willing to go and be committed to living up to the terms they have agreed to.

“The important question for someone who is considering RESOLVE,” Magaña continued, “is if they really want to participate in fixing the problem. Because part of that participation is to acknowledge that you are also a piece in the problem. So we ask that rather than being a part of the problem, be a part of the solution.” ♦

*Enjoying a 70 percent
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litigation costs since 1997.*

Multiple Recruitment Efforts Target Hispanics for DLA Work Force

By Joy Kress
DLA Public Affairs Office

While Hispanics have always been a major part of the nation's growth, as its own population continues to grow, the potential offerings to the United States in the future are limitless.

In a message to the Defense Logistics Agency work force, DLA Director Vice Adm. Keith Lippert said, "throughout our history, Hispanic Americans have produced some of our greatest patriots and heroes to answer the call to defend our freedom. Enriching our DLA work force with potential Hispanic role models to reflect America's diversity is essential leadership today."

To appeal to the leaders of tomorrow and ensure that DLA is full of Hispanic role models, the Agency has made many strides to appeal to the Latino community through the Recruitment, Employment and Advancement for Latinos Program, the Hispanic Association of Colleges and Universities and Hispanic Employment Sponsorship Programs, and the DLA Corporate Intern Program to bring more Hispanics into the permanent work force.

"In order to be a world-class organization we must have diversity," Ruben Filomeno said, a recruiter with the Defense Supply Center Philadelphia. "Diversity is strength at DLA and it is also the strength of our nation."

Since the U.S. Census Bureau projects that by July 2050 Hispanics would constitute 24 percent or (102.6 million people) of the United States population, DLA has made it a priority in its Strategic Plan (Goal 3) to promote equal opportunity and take pride in the diversity of the Agency.

"DLA wants to be

the employer of choice," said former DLA Corporate Recruiter Mark Smith who now works with the Civilian Personnel Management Service. "Adm. Lippert has a vision to be the lead in Hispanic recruitment and to increase targeted recruitment for mid-career Hispanics. We want people who will want to work at DLA because they see it as a place with an all inclusive atmosphere."

Even though the U.S. Census projections determine that Hispanics will be the second largest group in America, out of the approximately 650,000 civilians employed by the Department of Defense, only 40,000 are Hispanics.

Currently DLA is not at parity for Hispanics like it is for its African-American and women members of the work force. Out of the 21,000 employees within the Agency, Hispanics represent five percent or a little over 1,000 people within the organization, according to Smith.

The goal is to achieve parity at all grade levels for Hispanics throughout the Agency to create a work force that is representative of all segments of society.

Striving for parity through various recruitment efforts

Through DLA's enterprise-wide efforts, the number of Hispanic interns and applicants has increased over the



Members of the DSCC Hispanic Employment Sponsorship Program committee in 2002 and the DSCC Hispanic corporate interns continue to stay in contact. Pictured are (rear from left) Edwin Carabello, Francisco Cruz, William Melendez, Olga Rodriguez and Angel Gonzalez; and (front from left) Maria Figueroa, Norma Calderon, Carmen Reid, Maria Castillo, Karla Garcia and Liza Stronza. (Photo by David Benzing)

past few years through an emphasis on specialized recruitment programs that travel locally and nationally to find qualified candidates for positions.

"Our demographics lead us to where and who we should be recruiting," Smith explains.

In fiscal 2004, for example, HACU brought 12 new Hispanic interns to the Agency from Defense Supply Center Richmond, Defense Reutilization Marketing Service, Defense Supply Center Philadelphia, Defense Distribution Center and DLA headquarters. The DLA Corporate Intern Program brought 49 Hispanic corporate interns in fiscal 2003 and 2004 to become a part of the permanent work force by aggressively targeting specific colleges to attract a diverse pool of quality candidates interested in federal service, according to Pam Latker of the DLA Training Center.

"The goal of DLA is to continue to recruit and attract Hispanics at a rate comparable to the civilian labor force," Latker said. "The DLA Corporate Intern Program, for example, is targeting approximately 32 positions for fiscal 2005 to support DLA's initiative of increasing Hispanic representation in the Agency."

Through each recruitment effort, DLA is not only at a closer reach to parity, it gains employees that help aid the mission of supporting the warfighter.

"It is important to have a diverse work force because we have a diverse mission," Filomeno said. "We have people working all over the world that are dealing with different cultures, so a diverse work force is an asset to our business because it gives us advantages to have people who understand and know those cultural differences. It puts us in a better position to market a product or to fulfill the mission of the Agency."

REAL (Recruitment, Employment and Advancement for Latinos Program)

What spawned from an idea from DSCP employees at a recruitment fair at South Carolina university has now become a major recruitment model for the Agency.

"The initial team for REAL," Filomeno explains, "wanted to address the growing population of Hispanics in Philadelphia and to promote the area as a good place to work."

Since Puerto Rico is ranked number one as the best place to recruit for the government, it seemed like a viable location to recruit interns through REAL. DLA does incorporate other recruitment efforts through the nation; however, since Puerto Rico became a United States territory in 1917, with the signing of the Jones Act by President Woodrow Wilson, there is about 100 percent citizenship in the territory.

In some states in the United States, according to Smith, 20 to 40 percent of possible recruits are not citizens, which narrows the pool where DLA can recruit.

Out of the 3.9 million residents of Puerto Rico, members of the REAL team travel to the American territory to

recruit college-age students to come and work at various field activities in the continental United States.

The program's goals are to ensure leadership commitment at all organizational levels to monitor, advocate and champion the program; to proactively recruit from a variety of sources to obtain diverse, quality candidates; and to foster a supportive environment to facilitate the retention of new employees.

The trips to Puerto Rico are usually seven days of intense recruitment at career fairs and through countless interviews. Students are interviewed at University of Puerto Rico at Mayaguez, University of Puerto Rico at Bayamon and at Polytechnical University for positions in quality assurance, inventory management specialists and contracting specialists at DSCR, DSCP and Defense Supply Center Columbus.

The program has been well received in Puerto Rico, according to Filomeno who as a fluent Spanish speaker has been a team lead on several trips. He said that many presidents of the Puerto Rican universities have also signed partnership agreements with the Agency.

The recruitment model of REAL was formed in collaboration with the Equal Opportunity Offices and the Human Resource offices at DSCP, which consists of building partnerships, making tentative offers, providing sponsorships, creating close relationships with the intern's families, and sending 'thank you's' to all of the university officials for their cooperation.

"If you drop the sponsorship portion," Filomeno said, "you lose people. This is why we make sure we explain to families about the life and conditions in Philadelphia and make them feel comfortable about sending their children to an unfamiliar place far from home. The model that we have created has been benchmarked by the Department of Defense and we just went to Walter Reed Medical Center and they want to work with us about incorporating the recruitment model."

According to Smith, there has been some negative feedback from DLA employees about the recruitments outside of local areas. He explains that the recruiters are doing just as rigorous of a campaign for Hispanics that is done for all underrepresented groups.

"We do a lot of local recruiting at the local colleges as well so we make sure that no one is left out," Smith said.



Defense Supply Center Philadelphia recruiter Ruben Filomeno (far right back row) stands with interns discovered through the Recruitment, Employment and Advancement for Latinos Program.

"We want fair representation. With the growing population, ten years from now we will not need to go to the southwest or Puerto Rico to recruit Hispanics, there will be plenty in this area to recruit."

Hispanic Association of Colleges and Universities National Internship Program (HNIP)

Another recruitment effort is HACU, which has placed more than 4,600 undergraduate and graduate students in challenging, paid internships with federal agencies since 1992. The partnership with DLA provides an excellent opportunity to introduce, recruit and retain Hispanics for DLA's work force, according to Pete Shepard, DLA Human Resources Policy and Information Division and point of contact for HACU.

Through the HNIP program, students work with a staff at DLA headquarters or one of its field activities and perform quality developmental assignments that will enhance skills in their particular field of study. The paid internship, which costs \$11,700 per intern, is funded by the specific DLA organization that hires the student.

The intent of the program is to provide students the opportunity to gain valuable work experience inside the federal government and expand their career opportunities after graduation.

Questionnaires are given to the HACU participants after they have completed the internship on how to improve the program and if the interns would be interested in finding a permanent place at DLA. If interns are graduating that year and would be interested in a government job and apply, they are guaranteed an interview.

"This is a long-term investment for DLA to get good kids with fresh minds into the program and into the pipeline," Shepard said. "We pick up the total cost for the interns and then it is our intention to follow-up with the interns and allow them to interview for jobs that they would qualify for throughout the Agency."

Lending a helping hand

DSCC Hispanic Employment Program Manager and DSCC REAL representative Maria Castillo believes that the REAL program has called attention to the under representation of Hispanics in DLA and has brought momentum and expansion to the recruitment efforts.

Castillo has participated in DLA recruitment fairs in Chicago and was the DLA HEP representative for the October 2002 recruitment trip to Puerto Rico.

"I have tried to involve my committee," Castillo said, "in finding contacts in the Hispanic community to ensure

that they know DLA and are aware of any recruitment efforts. We have done this in several states and are currently expanding our contacts within Ohio."

Through the few years that Castillo has worked with HEP, she explained the intent of the program is to always get the most qualified people for the job. "People from different backgrounds bring different points of view which can bring a host of innovative ideas to the workplace—the work force should reflect the population we serve."

HEP representatives from across the Agency have found ways to create better accommodations for interns.

DSCC HEP Voluntary Sponsors Program, for example, provides information and support to Hispanic employees that are relocating to Columbus. Any new employee that requests assistance receives assistance.

DSCR also provides new interns with an easy transition into the Agency. "DSCR," Smith said, "has a Hispanic employee team that picks up the interns at the airport, negotiates apartment and car leases for them, and some-

times feeds them in their own homes. This reduces the shock for the interns who may be coming from an area that is quite different from Virginia.

"They go way beyond the call of duty," Smith stated. "They have created buddy systems and took all this upon themselves to help the interns."

When Interns find success as permanent employees

The quality of interns that DSCC has recruited that have become part of the permanent work force, for example, are already making impressions and valuable contributions to the Agency.

A DLA Corporate Intern from 2003, Sary Arce-Gonzalez now works on the Business Systems Modernization team and William Melendez, DLA Corporate Intern class of August 2004, was selected while still an intern as the January 2004 employee of the month for Aerospace. Members of the class of 2007, Maramcel Rivera and Roberto Santana, were the only interns selected from their class to receive the maximum number of points in the Supply Analyst Management Course.

A direct hire, Adam Garcia, is a general supply specialist in the land-based weapon systems group. In his second deployment to Iraq as a member of a DLA Contingency Support Team, he was awarded DLA's Superior Civilian Service Award for his work with the Army's 3rd Armored Cavalry Regiment from Oct. 15-Feb. 25, 2003.

Even with all of the efforts and the success of its interns, there is still work to be done, according to Latker. "DLA continues to aggressively identify highly qualified candidates, attract candidates to the Agency and retain them by fostering a supportive environment," she said. ♦



Defense Supply Center Columbus' Hispanic Employment Sponsorship Program committee.

Survey Assesses Health of DLA Enterprise

By Kathleen Hausknecht
Defense Reutilization and Marketing
Service
Public Affairs Office

It's a fact. The Defense Reutilization and Marketing Service is no stranger to change. In 1994, DRMS was a candidate for privatization; then it was selected as part of Vice President Al Gore's Reinvention Lab. DRMS has gone from utilizing Enterprise Management and seeing the organization evolve into business units and a field operating support office (FOSO). Its international headquarters moved from Germany to Battle Creek, Mich., and then later both its international and national commands were disestablished. In fact some employees joke that the "M" in DRMS stands for "moving" because of the frequent office moves.

Both the physical and philosophical changes that DRMS employees have encountered have affected its work force. The Defense Logistics Agency enterprise has also undergone change and continues to do so. The recent corporate climate survey revealed the effects that change has had on the DLA enterprise throughout the years.

But exactly why is the survey so important to DRMS and the rest of DLA? In the fall issue of the *Dimensions* magazine, we saw how DLA was changing across the board in direct response to the results of the survey. We saw the "after-effect," but it's important to understand how or why a survey was necessary, and then why not only a climate survey but now also a culture survey. Monica Thacker-Duncan, who has been working with DLA on the survey, provides some answers.

According to Thacker-Duncan, it's important to manage the health of an organization the same way you man-

age your own personal health. You have to make it a priority, assess it and talk about it. The culture and climate survey is a way of assessing DRMS' and DLA's "health."

"We've been changing for more than a decade," Thacker-Duncan said. "After making several disposal process changes, we decided we needed to find out how it was affecting our human resources. We needed to know how change was affecting the work force."

The climate survey, first administered in 1998/99, revealed employees' perception from the "bottom up." It revealed how employees view their relationships with their bosses, co-workers and how they felt about their immediate environment. The culture survey, started in 2001/2002, represented a global perception of the organization -- from the top-down and the bottom-up, focusing on the capability of the work force as a whole.

DLA Director Vice Adm. Keith Lippert has alluded to "moving the needle" to becoming a world-class



Monica Thacker-Duncan receives a commander's coin from DLA Director Vice Adm. Keith Lippert in recognition of DRMS' great results on the climate culture survey.

organization. The survey gauges our ability to do so. It is a tool for ensuring we have the work force to get us there.

By conducting surveys repeatedly, an organization can measure if the actions they have taken to improve an area are working. The repetition also reveals any trends that may appear and require addressing.

In 2003, DRMS handled the results from its survey differently. Focusing on what Thacker-Duncan calls "local" and "corporate" areas of focus, employees identified what needed to be focused on at the local level as well as recommending what needed to be focused on at the corporate level.

Thacker-Duncan facilitated sessions at several sites to assist with improving the local and corporate focus areas. For example, she facilitated meetings on how to improve communication within the zones (now forward support areas). Ideas for improving communication at the corporate level were also discussed.

"For example, we discovered that

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Mentoring Matters Handbooks Arrive for all DLA Personnel

By Joy Kress
DLA Public Affairs Office

Some of the most important things that we learn in life are not found in a classroom. More often, these lessons are found from the people we work with every day. These coworkers are role models, counselors, coaches, teachers and advisors who share their knowledge and their time. These coworkers are mentors.

While many employees want to find a particular mentor in the workplace, they may not know where to begin. To help Defense Logistics Agency employees find ways to build mentoring partnerships, a DLA-wide Enterprise Leader Development Working Group, DLA Training Center Leadership and Management Development Team, and the J-12 Human Resources Strategy office developed a handbook called *Mentoring Matters*.

The handbook, which arrived in all 21,000 mailboxes of DLA employees during November, provides tips on how to get a mentor or how to be a mentor. It helps employees tailor a mentor-protégé relationship to meet short- or long-term career goals. No matter where an employee works in DLA, the *Mentoring Matters* handbook is an informal mentoring tool for everyone to use.

Maybe you are looking to learn more about the Agency or a specific job, fulfill a DLA leader competency, or share your job experience, then this handbook is for you.

Offering step-by-step directions on how to get started, the handbook allows each employee to decide on the length and overall goals of the mentorship through a

mentoring action plan. Typical partnerships last at least six months to a year and many often last longer. Mentoring success is measured by what goals the mentor and the protégé set out to accomplish.

"I personally believe in mentoring," ELDP committee member Karen Norman said. "This program is about building relationships and learning how things really work. This gives confidence to an individual."

"Consider the forklift operator who wants to be floor supervisor one day," Norman explained, "the administrative assistant who wants to become a GS-15, the team lead who needs advice on how to move a project along, or the employee who needs a helping hand to network throughout the Agency. In all of those circumstances, mentoring is a great way to get the guidance and reassurance that an employee needs to move forward with his or her job."

Using a mentorship provides many benefits for the DLA community as well, according to the handbook, by promoting more inclusive management practices, aiding the recruitment of high caliber talent, building DLA's collective knowledge, and strengthening retention by providing an avenue for investing in a highly qualified, skilled work force.

The handbook does not replace any formal mentoring programs that currently exist in the Agency but rather is an additional resource for the majority of the DLA workforce that is not involved in formal mentoring. It can also be used as a way to gain advice from a more seasoned

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some managers assumed the supervisors were forwarding e-mail messages to the work force, when they weren't," Thacker-Duncan said. "There were also some employees who were not aware of the various types of recognition opportunities available to them and the process for consideration."

By identifying focus areas at that local level, in addition to the corporate level, employees are becoming more accountable for their actions and decisions. It also reinforces the philosophy that "you are a part of the

solution," and that "everyone's opinion matters." The goal is for the employees to not look solely to leadership or headquarters elements for answers to perception issues, but to also look within to determine what they can do to make a difference.

Handling the results in this manner helps employees understand how they impact the success and effectiveness of the organization. "Dealing with perceptions is not just a leadership issue. Effecting perception is everyone's job," Thacker-Duncan said. "We can all influence and effect

an outcome."

The two culture areas that DRMS is focusing on are vision and capability development. Scores for responses to the statements, "Our vision creates excitement and motivation for our employees," and "The capabilities of people are viewed as an important source of competitive edge," are hoped to improve next time.

As a result of the climate survey DRMS, like the other DLA field activities, is focusing on the areas of communication, skill utilization, and reward and recognition. ♦

DLA employee about business practices, to improve technical or leadership skills, or for a recommendation on a challenge with a project at a particular office or depot.

With a list of tips, responsibilities and skills needed for mentor and protégé, discussion topics and online resources, mentors can provide advice and feedback for an employee on how to build DLA leader competencies and gain new capabilities and responsibilities.

Of course, employees should keep their supervisor informed that they are involved in a mentoring partnership. Besides being a common courtesy, it will help them to get buy-in and support for the mentoring, according to Norman.

Employees also are not limited to one mentor. Depending on the goals of the employee, the use of a myriad of mentors could allow the individual to gain assistance for specific aspects of his or her job. For example, one advisor could be for technical help and another for guidance on "the way things work around here."

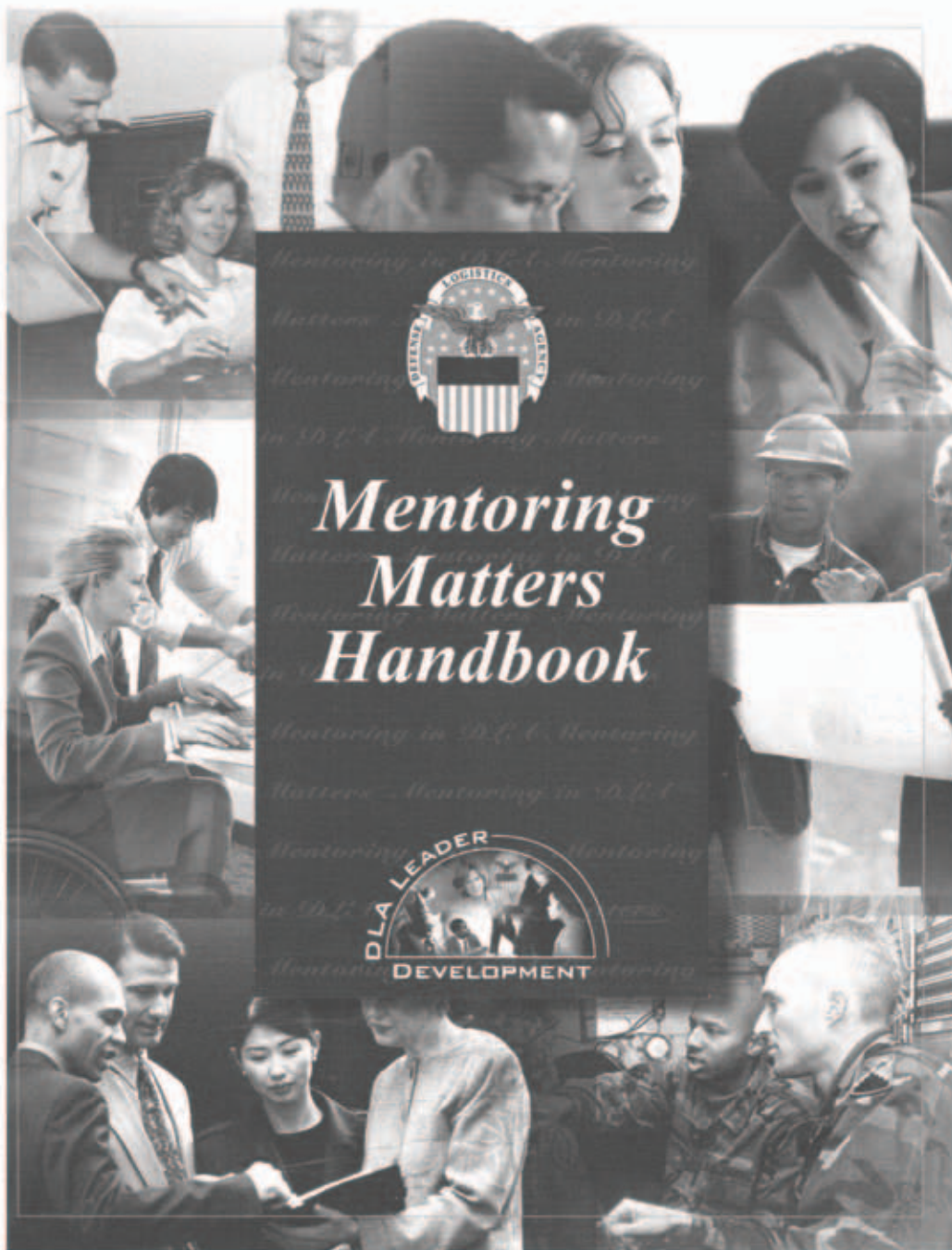
Just as Ralph Waldo Emerson once wrote that, "one of the joys of life is that you cannot help another person without helping yourself at the same time," both mentor and protégé can learn from one another while they share their lessons, goals and accomplishments.

It is also important to remember that not all mentor partnerships have to be for newcomers. Norman found that even with many years in the government, she still needed to learn more about DLA.

"It was a challenge for me to come to this organization at a high grade level," Norman said, "so I decided to get a mentor. It was a positive experience for me personally. Some people might think it unusual for a more senior employee to get a mentor, but

the point is that no one ever has everything figured out completely. You always have to keep learning."

ELDP will distribute more information about the program as mentoring progresses throughout DLA. The program would also like to hear from employees about their mentoring experiences. If you already have a story about being a mentor or protégé and would like to share it, email ELDP@dla.mil or DLAToday@dla.mil. If you choose, your story can be tracked and shared with the DLA work force. ♦



DLA Ranked Third in DOD Workforce Recruitment Program

By Joy Kress
DLA Public Affairs Office

Defense Logistics Agency recorded its highest participation ever in fiscal 2004 with 31 students in the Workforce Recruitment Program for College Students with Disabilities, making DLA the third largest Department of Defense WRP employer behind the Army and Navy. The program began at DLA back in 1995 with five students hired to work at the Agency.

Coordinated by DOD and the Department of Labor's Office of Disability Employment Policy, WRP provides complete funding to federal agencies to hire college students and recent graduates with disabilities who qualify for positions.

The program originally started in the Navy and was extended across the federal government in 1995. It offers students with disabilities the opportunity to gain professional experience on the job and also helps managers accomplish the mission of their organizations, according to Eric Spanbauer, DLA's People with Disabilities manager.

DLA's incremental success during the last five years has helped DOD gain 248 employees from fiscal 1995 to fiscal 2004. It has also placed DLA fourth in the entire federal government next to the Department of Labor.

"The WRP is an excellent resource for hiring students with disabilities to work here at DLA because if an organization has had to downsize or has experienced a hiring freeze, but still needs someone with the right expertise to help fulfill the mission, WRP provides funding to them at no charge or impact to their organization. It helps them go the

extra mile," Spanbauer said.

The competitive program is marketed to highly motivated undergraduate and graduate students from a variety of fields. The program usually yields 1,500 applications a year nationwide. These are entered into a centralized system to make it more manageable and efficient for

"We provide whatever they need to be accommodated on the job. We have field activity People with Disabilities coordinators to help them along with the transition."

- Eric Spanbauer

managers to participate and make selections in the program.

The DOD Computer-Electronic Accommodations Program is also available to students who need adaptive technology during their employment.

"We provide whatever they need to be accommodated on the job,"

Spanbauer explained. "We have field activity People with Disabilities coordinators to help them along with the transition."

Evaluations from both students and managers about WRP have been positive overall which shows that DLA's program coordinators are hard at work to make WRP a success, according to Spanbauer.

The program also provides another avenue for DLA and other federal agencies to increase PWD representation in the work force. Out of the 31 students hired at DLA for fiscal 2004, 13 were targeted disabilities.

"This success shows we are a leader at DLA in showing commitment to people with disabilities," Spanbauer said. "In fact, our WRP participation increased 48 percent from 16 people in fiscal 2003 to 31 in fiscal 2004, and permanent disability hires went from three to seven. It is a great reward. The program brings so many opportunities to those who get involved."

According to Spanbauer, the PWD coordinators organize everything for the managers and, once DOD disburses funds, hires are made in March for the following summer. Interns usually work for 14-week increments, and many are hired full-time after their internships.

The success of the program gained DLA seven permanent hires to the work force this year, doubled from 2003.

Secretary of Labor Elaine L. Chao and Secretary of Defense Donald H. Rumsfeld fully endorse and encourage federal employees to take advantage of the program, which is a part of President George W. Bush's "New Freedom Initiative" to expand employment opportunities for Americans with disabilities. ♦

DLA Signs MOU for First Interagency Environmental Management System

By Tim Hoyle
Defense Logistics Information Service
Public Affairs Office

An agreement signed Oct. 18 will join the activities at the Hart-Dole-Inouye Federal Center, Battle Creek, Mich., in a three-year pilot study of ways neighboring organizations can share information for better environmental management.

The memorandum of understanding created the first cooperative arrangement to share environmentally related information between activities from different agencies co-located at the same site. At the Federal Center, the partners include the Defense Logistics Information Service, Defense Reutilization and Marketing Service and General Services Administration.

"We are going to serve as a model for other organizations that overlap," said Jan Reitman, Defense Logistics Agency's staff director for environment, safety and occupational health. "At the majority of places where we operate we are someone's tenant, so it's important that we work together well."

Former President Bill Clinton's executive order on "greening" government mandated that all federal facilities have an environmental management system, or EMS, in place by December 2005. An EMS is a tool that helps organizations deal with environmental issues to create policies that go beyond compliance to regularly act in ways best for the environment. "DLA is on time for this endeavor," Reitman said.

Among the signers of the agreement was Federal Environment Executive Edwin Pinero. His office reports to the President's Council on Environmental Quality and promotes environmental stewardship through

success stories.

"We're excited and encouraged when we see other agencies come together, especially when they are willing to document and share their lessons learned," Pinero said. "Sharing success stories is the best way to transfer knowledge. That's how work gets done, and it's why we do what we do."

A common theme among the speakers at the signing was that such a system is a business practice rather than an environmental initiative and will help organizations be more successful. "We are doing many things with the environment today that help us accomplish DLA's mission," Reitman noted. "EMS is just the beginning."

In a training video shown after the signing, DLA Vice Director Maj. Gen. Mary Saunders noted that DLA's customers expect the Agency to provide things rapidly, but also "to be environmentally smart." She also noted that operations around the world require more proactive environmental planning to avoid problems when the mission is over. Saunders emphasized that planning ahead to minimize the environmental impact of operations will minimize the costs of cleaning up when the mission is over.

As part of the system, each organization creates an environmental policy that they must then plan to implement and monitor. It is considered an ongoing cycle that continually looks for ways the organization can improve in its environmental affairs. The Battle Creek agreement also encourages each organization to share suggestions with its other partners on ways any one of the signatories can improve its environmental management. One of the management goals of the policy is to encourage each person to take part.

"It's important for each person to



Federal Environment Executive Edwin Pinero praises cooperation among DLA activities and the GSA. (Photo by Jace Armstrong)

recognize how the organization impacts the environment," said Raheem Cash, program director for GSA environmental programs. Such awareness is seen as an important step toward making each person aware of his or her own impacts on the environment.

"Our job is to help our customers be productive, and this is one of the key means we have of meeting our obligation to the customer," Cash said.

Nathan Smith, GSA environmental specialist, said he sometimes meets customers who assume GSA can create an EMS for a tenant. "We cannot create such plans for them," Smith explained, "but by working together we can help them create their own plan. Ultimately, this type of agreement will make the environmental management of the federal government far better than it might have been." ♦

DAASC, GTN 21 Ink Renewed Partnership Agreement

As part of the ongoing partnership between the Defense Logistics Agency and the U.S. Transportation Command to find innovative solutions and improve the distribution process, the agencies have renewed a memorandum of agreement between USTRANSCOM's Global Transportation Network 21 and DLA's Defense Automatic Addressing System Center.

The MOA provides for the sharing of supply and transportation-related information between USTRANSCOM and DAASC that will assist in planning for the movement of supplies and material processed by DLA's Distribution Standard System as those orders enter USTRANSCOM's distribution systems for shipment.

DAASC serves as a "translation and routing" system between the military services' logistics systems and DLA. The services' systems send requisitions to DAASC, where edits and validations are done before the requisitions are sent into the Department of Defense logistics "pipeline." At that time, transactions are translated into the proper format for routing and delivery to the correct destination. The requisitions can then be processed and materiel release orders can be sent by DAASC to the correct distribution depot. Then shipments are released to the transportation system for air or surface delivery.

DAASC is responsible for the business rules within its automated system that determine where requisitions and their associated supply-related transactions need to go in the supply system. DAASC provides the distribution gateway for electronic business transactions for DOD, with the ability to "translate" between various formats.

"A requisition comes into the DAASC where we route the transaction to the appropriate source of supply, for instance one of DLA's Inventory Control Points," said Deborah Borovitzky, the DAASC director. "The ICP provides the status on that requisition, by the DAASC, to the requisitioning activity. When the order is ready to ship, the shipment transaction flows back through DAASC to tell the customer that the material is on its way. That's all done automatically," she continued.

"What USTRANSCOM needs from us is the information that indicates a shipment is going to occur," said Borovitzky. "It also needs the actual shipment transaction that says this stock number, in this quantity, is being shipped by this mode to this destination. Then USTRANSCOM will know how to plan for the transportation of the material when they get it."

The recently signed MOA continues this support to GTN 21, which is the upgrade from the original GTN, Borovitzky said.

GTN 21 also serves as the transportation domain for the Global Combat Support System family of systems, and generates accumulated data so that the Secretary of Defense, combatant commanders, USTRANSCOM, DLA and other transportation information customers can plan, view and execute the transportation mission. DAASC is also given information about the movement of material through the transportation pipeline to support the visibility of requisition tracking. This information is used by DAASC to create the DOD Logistics Metrics Analysis Reporting System Customer Wait Time reports. ♦

DAPS Celebrates 55 Years of Service

*By Keith Beebe
Document Automation & Production
Service
Public Affairs Officer*

The Document Automation & Production Service celebrated 55 years of service to the Department of Defense in November 2004. Louis Johnson, then Secretary of Defense, signed the charter establishing the beginning of the present day DAPS as the

Defense Printing Service – Washington. The charter was effective Nov. 1, 1949, the same year the Department of Defense was established, resulting from a modification of the National Security Act of 1947.

DPS-Washington was formed via the consolidation of the Army Adjutant General Reproduction Plant, the Navy Central Processing Plant and the Air Force



Steve Sherman, DAPS Director, opens the 55th Anniversary celebration held at DAPS Headquarters in Mechanicsburg, Pa.

Headquarters Plant. It was chartered to provide common printing services at the seat of government for the departments and agencies of the new DOD. While the DOD Administrative Management Council directed its policy, the Secretary of the Navy managed and controlled DPS-Washington.

It was to be managed quite differently. As the DOD's first Industrially Funded Activity, DPS-Washington was run like a business and charged for the services and products it produced.

The success of this new industrial funding brought the transition of the Navy's Publication Division, formerly funded with appropriated dollars, to the Navy Printing Service in September 1951. Eight years later, the DOD would give industrial funding another flagship, the Navy Publication and Printing Service.

In April 1992, Defense Management Resource Decision 998 directed the consolidation of all DOD printing and duplicating operations, with the Navy serving as the designated single manager. In addition to its 150 Navy plants, NPPS assumed control of approximately 200 Army, Air Force, Marine and Defense Logistics Agency facilities.

The DOD commercial printing procurement program was also given to NPPS to manage. This action and demands from the Army and Air Force called for another name for the multiservice activity. In 1994 and still under the Navy, the organization was once again called the Defense Printing Service.

The continued Navy affiliation finally prompted the Secretary of Defense to redirect DPS' management to DLA as of Oct. 1, 1996. In anticipation, the DPS Headquarters

contingent moved to DLA's Headquarters at Fort Belvoir, Va., that summer. At the same time, another name change was induced to more accurately reflect the organization's role in transitioning the DOD to digital-based document management. The first use of the acronym DAPS signified the organization was then to be known as the Defense Automated Printing Service.

DAPS weathered a Commercial Activities (A-76) study and a DOD Management Initiative Decision in the early years of the new millennium and remains a government organization within DLA.

DAPS is now known as the Document Automation & Production Service. This name reflects that the organization is much more than just printing. DAPS has evolved to become DOD's document solutions provider. ♦

Georgian Delegation Visits DRMO

By Steve Abney
DLA Europe
Public Affairs Office

A delegation from Georgia, including the First Deputy Minister of Defense, visited Defense Reutilization and Marketing Office Kaiserslautern recently to learn more about operating a modern property disposal and reuse organization.

Kathy Atkins-Nuñez, DRMO Kaiserslautern chief, escorted Deputy Minister Paata Gaprindashvili; Col. Mamuka Lamsadze, the MOD logistics commander; Lieutenant Giorgi Dumbadze, bilateral relations section chief; and their interpreter, Paata Enukidze, on a two-day tour of DRMS facilities in Germany.

The group visited DRMO Kaiserslautern, the largest DRMO in Europe; the Environmental Conforming Storage Facility at Coleman Barracks; and the DRMO Satellite Facility at Germersheim, adjacent to Defense Distribution Depot Europe.

While the delegation's visit was not to screen excess equipment, they did note the availability of ground equipment suited to the Georgian terrain. The visitors left with a better understanding of what it takes to operate a disposal and reuse organization.



Deputy Minister Paata Gaprindashvili talks with Army Lt. Col. Rick Barr at the DRMS satellite facility at Germersheim, Germany.

They were accompanied by Army Lt. Col. Rick Barr, who is stationed in the Georgian capital of Tbilisi.

Georgia is a new nation, having become independent in April 1991 when the Soviet Union dissolved. The South Carolina-sized nation faces ethnic separatist movements in its South Ossetia and Abkhazia regions. ♦

Officials Conduct Fifth Senior Executive Partnership Roundtable

By Carol Martin
Defense Supply Center Richmond
Aviation Supplier Operations

Defense Supply Center Richmond, Va., officials conducted the fifth Senior Executive Partnership Round Table Nov. 9-10, 2004, in Irvine, Calif. Parkin-Hannifin was the host for this biannual event.

The theme for the meeting was "Strategic Value Through Enterprise Solutions." One of the highlights of the conference was

a panel session facilitated by Air Force Maj. Gen. Darryl Scott, director of Defense Contract Management Agency, with Joint Supplier Scorecard as the topic.

This was the first round table that included participation by all DLA center commanders, and there was an "Ask the Commanders" session with Rear Adm. Linda Bird of the Defense Supply Center Columbus, Ohio; Brig. Gen. Raymond Mason of the Defense Supply Center Philadelphia, Pa.; Brig. Gen.

Mike Lally of the Defense Distribution Center, New Cumberland, Pa.; and DSCR's Rear Adm. Mike Lyden.

Discussions were also held by four suppliers – General Electric, Hamilton Sundstrand, Northrop Grumman and Rolls Royce – presenting their insights on what had helped them show the greatest improvement in performance during fiscal 2004 at DSCR.

All suppliers with which DLA has an alliance relationship participated in this event. ♦



Rear Adm. Mike Lyden, DSCR commander, responds to a question during an "Ask the Commanders" session at DSCR's Senior Executive Partnership Round Table.

DLA Adds Seven New Members to Hall of Fame

By Jim Katzaman
DLA Public Affairs

Seven people whose experience represents the entire history of the Defense Logistics Agency since 1961 were inducted into the DLA Hall of Fame Nov. 16 in a ceremony in the McNamara Headquarters Complex auditorium.

Honorees included military and civilian leaders, both alive and deceased, who have made "substantial contributions" to DLA. Director Vice Adm. Keith Lippert presided at

the seventh annual induction, which he said "is in keeping with the agency's ideal of constantly striving for excellence in all we do."

The 2004 inductees are George Allen, Anthony Di Cioccio, Army Maj. Gen. (retired) John Dreska, Frank Lakis, Frank Lotts, Mary McKeever, and Army Maj. Gen. (retired) Kenneth Privratsky.

The DLA Hall of Fame was established to recognize and honor former members of the DLA community who have made significant and enduring contributions to DLA.

"We're always pleased to recognize those who've made substantial contributions to DLA," Lippert said. "These people delivered beyond all expectations. How many personal events they missed to support our troops, we don't know, but we're grateful for their efforts. They created a legacy and set the highest standard that we can all aspire to."

"We need to build on the legacy these people have left for us," the director said. "They are simply the best of the best, and we thank them for that."



DLA Director Vice Adm. Keith W. Lippert (far right) with the inductees to the Defense Logistics Agency Hall of Fame. (Photo by Thomas Wilkins)

See Hall of Fame, page 28

Each inductee was then called to center stage to receive a DLA Hall of Fame plaque and medal from Lippert as the narrator spoke of that person's career highlights.

Allen, a former deputy commander of the Defense Supply Center Philadelphia, Pa., was cited for "extraordinary vision in introducing innovative supply chain integration initiatives to the agency and the Department of Defense. His commitment to excellence and support to the warfighter was exemplified through his results-oriented focus and improvements in customer support, productivity, work force development and financial performance."

For his part, Allen said he appreciated the members of the Senior Executive Service and the leaders at DLA and DSCP, where he championed the efforts of the latter organization to align more appropriately with the commercial sector.

"It's truly an honor to join this group, especially with this class," he said of his fellow inductees. On a personal note, having recently battled illness, Allen added, "My health is excellent, and your support was very uplifting, and I appreciate it very much."

In his citation, Di Cioccio, the former deputy director of the subsistence directorate at DSCP, was singled out for "significant and enduring contributions to the agency throughout his career. Through his innovative reengineering of business practices, he increased military customer satisfaction by providing high-quality food items to troop dining facilities within 48 hours. His efforts saved DOD more than \$150 million and improved the morale of all soldiers, sailors, airmen and Marines."

Di Cioccio said induction day was "very memorable for the Di Cioccio family. What a great day to be a Philadelphian, especially when I think of George Allen, Frank Lakis and myself. When I think of our times in the [DSCP] conference

room, it brings back a lot of good memories." He also paid tribute to the commodities people "on the firing lines overseas."

Dreska served as commander of New Cumberland Army Depot from 1981 to 1983. From 1987 through 1990, he commanded the then Defense Construction Supply Center, now Defense Supply Center Columbus, Ohio. He introduced the Top 25 Backorder Item Review which dramatically increased availability of these items more than 90 percent of the time.

Dreska also introduced actions to expedite procurements by using technical data reviews and sourcing initiatives, resulting in the significant reduction in lead times. This system is still used by contracting associates for all awards across DLA.

The general noted those who he said made his recognition possible. "I don't deserve this," Dreska said. "The folks in Columbus did all the work."

He also recalled, although he was officially assigned to DLA only three years, "I feel like it was more like 25 or 30." That was because, he said, he had worked many years with DLA before he assumed command of the DCSC in 1987.

"Columbus was a great place and laid the ground work for everything to come at Columbus," Dreska said. "I think of the folks who made my life a lot easier, and we still have those great people at DLA today."

If anyone could lay claim to ties to DLA from inception, it would be Lakis, who began his career with DSCP in 1960. Lakis retired as a management analyst in the comptroller directorate of DSCP.

"He was a pioneering member of DSCP," his citation stated. "His skills and outstanding professionalism were recognized, and he was promoted to management analyst. While serving as the DSCP base transition coordinator, there were base realignment and closure decisions affecting commodities at DSCP. His outstanding communication

skills and his ability to focus on the pertinent issues contributed to the successful transfer of the site to the Philadelphia Authority. Lakis' extraordinary efforts and his outstanding professionalism directly contributed to DLA's outstanding support to the warfighters around the globe."

"I have been totally a part of this agency from the beginning," Lakis said. He said he worked with every DLA commander since the first, Lt. Gen. Andrew T. McNamara. "If you don't have heart, you have nothing and this agency has heart," Lakis said, "and we've shown that everywhere in the world."

Lotts was an employee at Defense Supply Center Richmond, Va., for almost 30 years, dating from when the center was known as the Bellwood Plantation. Under Lotts' leadership as deputy commander, DSCR won the Senate Productivity and Quality Award and the Commander in Chief's Installation Excellence Award twice. He was recognized as a logistics expert and a highly skilled leader.

Lotts oversaw the transformation of DSCR from a provider of consumable parts, to "a tremendously effective DLA lead center for aviation support," according to his citation. As DLA headquarters deputy director of logistics operations, Lotts developed all logistics direction and policy for DLA. He was a champion of DLA's Business Systems Modernization program, recognizing the value of transforming DLA's systems and processes to achieve 21st century capability.

Lotts said he was proud to be associated with DLA. "There's an ethos with the agency," he said. "Paul 'Bear' Bryant said, 'You need not only the will to win, but you need the will to prepare to win.' That's what we have, the will to prepare to win."

McKeever, a contract administration specialist in business operations at Defense Supply Center Richmond, Va., was deemed "a highly respected professional" in her citation. "For

more than three decades her name was synonymous with the word 'procurement' at DSCR." She began her civil service career in 1967 in the Warehousing Division. In 1973, she moved to the procurement office and went on to become an expert in the field of contract administration.

"She made sure contractors knew who she was and why she needed the item or part," her citation continued. "Many contractors expedited a delivery when Mary talked to them about the 'poor mechanic standing on the flight line with empty hands, waiting for his part.' She made an enormous impact across the entire organization, and her influence is still felt today. McKeever's dedication to support the mission of U.S. military forces truly made her a 20th century patriot."

McKeever passed away in 2001 and her daughter, Michaele

McKeever-Davis, accepted on her behalf. She said the Hall of Fame induction "would have meant the world to her. She was known for her courage, organization and encouraging everyone around her to do their best." Her mother said the path to success is to "know your job, and it helps to know your boss's job so you can boss him around," she remembered to appreciative laughter from the audience.

Privratsky served DLA first as commander of Defense Distribution Region East and then commander of DDC. His citation stated, "He embarked upon a new era of excellence in materiel distribution. His 'Raising the Bar' initiative set a new standard -- same day service -- for requisitions and procurement processing, making DLA distribution competitive with the best business practices. His initiative reduced

depot processing times by as much as 63 percent. Privratsky's dedication to process improvement, excellence and commitment to customer service and fiscal responsibility are the hallmarks of his leadership."

The initiatives he began are expected to save the DOD millions of dollars. For instance, the reduction in shipping times allowed the 101st Airborne Division to reduce stocking levels by almost \$10 million.

For Privratsky who retired to Anchorage, Alaska, "it was a nice surprise" when he received his letter announcing his selection into the Hall of Fame. He said his service as DDC commander at New Cumberland, Pa., "was the best assignment in my 33 years [in the military]. It's a real pleasure for me to come back and hear how well [DDC] is doing now." ♦

Employee Retires after 44 Years of Service

Leo Becker retired at the end of October after more than 44 years of service to the U.S. Military, the last 39 with Defense Supply Center Philadelphia – European Region, and its predecessor commands.

During his tenure, Becker participated in the acquisition and distribution of approximately two million tons of produce in support of generations of U.S. military members and their families throughout Europe, Africa, and Southwest Asia.

A German citizen, Becker began his government career in 1960 when U.S. Forces Europe hired him as a requisition editor. He later held positions as chief of distribution and produce inspector, before accepting a promotion to a supervisory position with U.S. Army Europe as the Chief of Produce, Europe in 1970.



DSCP Europe commander Army Lt. Col. William Zeller presents a Golden Letter from DLA Director Vice Adm. Keith Lippert to retiring DSCPE employee Leo Becker.

While in that position, Becker began his career with the Defense Logistics Agency. The Defense Personnel Support Center assumed the wholesale subsistence support mission throughout Europe from the Army on July 1, 1975 and formed the Defense Subsistence Region Europe, located in Zweibrücken, Germany.

Becker was tasked with implementing a DPSC support doctrine very different than the one that existed since the end of World War II. The new business strategies and contracting methods presented tremendous challenges and required a significant amount of effort in diplomacy and innovation to convince the European produce industry and also the DSRE work force to accept these new business concepts.

Becker implemented long-term indefinite delivery-type contracts for growing select produce items locally, such as iceberg lettuce, celery, sweet potatoes and sweet corn, which were basically unknown throughout Europe at that time.

The success of these contracts resulted in multi-million dollar savings in annual transportation costs of shipping these products from the states and also allowed DLA to offer fresher produce than had been previously possible.

Of equal importance was Becker's direct role in the successful implementation of the DPSC/DLA program called "Worldwide Integrated Management of Subsistence," which represented the first automated processing of all buying, shipping and billing transactions for produce, and again was a major challenge as the European marketplace was unfamiliar with this sophisticated state of the art administration.

Given his experience in the supply and acquisition management of subsistence and produce, Becker became Europe's first local national employee entrusted with a contracting officer warrant in 1983.

With his ability to speak four languages, Becker was instrumental in the continuing re-engineering of the produce support structures throughout Europe, including establishing and managing produce field-buying offices in Avignon, France, and Alicante, Spain, and the terminal market operations throughout Germany, Holland, Italy and the United Kingdom.

This often required skillful negotiations with local government officials as office and warehousing space at the markets was relatively scarce. In addition, he procured transportation and warehousing services to support the terminal market produce wholesale program. Including warehouse services to the commercial carrier contracts was a successful initiative because it enabled DPSC to keep the terminal market staffs at minimal levels.

While his primary duties remained in the execution of the produce procurement and distribution mission,

he also served as contracting officer on multi-million dollar "state of the art" warehouse service contracts for DSRE's chill and freeze storage and distribution mission.

As a result of his innovative strategies, he managed to negotiate a variety of warehouse service contracts throughout Germany, Holland and the U.K. This saved millions of dollars by avoiding large capital investments for upgrade or new construction of facilities by DLA and precluded millions of dollars in detention charges for chill and freeze containers carrying product from the U.S.

During the first Gulf War, Becker successfully introduced in-theater procurement of select produce items from Turkey with direct vendor delivery service to Saudi Arabia. In addition, during the contingency in Somalia, he organized direct produce support through Egypt in 1993 and also established direct support lines from Kenya to Rwanda in 1994. Typically, this required him to travel to the troubled areas.

More recently, he developed successful programs to support Operation Enduring Freedom and Operation Iraqi Freedom. He established in-theater support with a Turkish produce vendor to make bi-weekly deliveries over land to Mosul and Tikrit, Iraq, freeing up much-needed air transport from Germany and providing considerable savings in transportation costs.

Although the first 15 years primarily involved increasing DLA infrastructures throughout Europe, when major troop draw-downs began in the early 1990's, Becker was instrumental in the successful reduction of the DPSC European operations. Between 1991-1994, he successfully closed the produce buying offices in Spain, France and Holland, and the terminal market operations in Holland, Munich and Stuttgart, while restructuring the support for the remaining customers formerly served by those markets.

In 1994, he integrated government personnel previously assigned to three different divisions into one, creating the first "Produce Business Unit" in Europe.

Since 1998, Becker has been involved with the implementation of the Prime Vendor Europe program, which required adjustments in the supply of produce to troop issue customers, supported contingency operations in the Balkans and Southwest Asia, and monitored the implementation of the Fresh Fruits and Vegetables Ordering System that maintains all customer billing and vendor payment records.

Becker contributed to the successful closure of all terminal market operations in Europe during the transition to Direct Vendor Delivery support, ensuring that this critical change to the produce support mission was transparent and that DSCPE continued to maintain the high level of service that its customers require and deserve. ♦

DLA Honors Top Employees, Teams

By Jim Katzaman
DLA Public Affairs Office

Almost 30 individual employees and another six teams or activities composed of many more people were honored Dec. 7, 2004, at the Defense Logistics Agency Employee Recognition Program held at McNamara Headquarters Complex.

DLA Director Vice Adm. Keith W. Lippert presided over the ceremony, saying, "This is the part of my job I enjoy the most, recognizing our superb professionals at DLA. We work hard at DLA, and we have proof of that with us today. They represent the best of the best of the DLA work force."

As the director prepared for the awards presentation he added that the Agency is continuing its journey in transformation, in which everyone will play a vital role. "DLA's best asset is our people," Lippert said, "and you've proven that time and time again."

Award recipients included the DLA Outstanding Personnel of the Year: Michelle Smith, Defense Supply Center Philadelphia, Pa.; Jennifer Rivers, Defense Supply Center Richmond, Va.; Karen Collins, DSCR; Bonnie Murphy, Defense Reutilization and Marketing Service; Linda Ward, DSCP; Ruth Herman, DSCP; Tommy Roby, Defense Supply Center Columbus; Paul Peters, DLA Information Operations Directorate; Army Master Sgt. Darrin Costello, USA, DLA Customer Operations and Readiness Directorate; and Shawn

Magill, Defense Automatic Addressing System Center.

This award provides a highly visible means for the DLA director to recognize deserving superior performers in every segment of the DLA work force. Performance recognized by this

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award must have been highly exemplary and inspirational to others and have contributed significantly toward the overall accomplishment of the DLA mission.

DLA Team Performance Awards went to Task Force Rio

Team, Defense Energy Support Center; Current Operations, DLA Customer Operations and Readiness Directorate; Information Technology Demilitarized Zone Program Team, DLA Information Operations Directorate; Strategic Material Sourcing Team, DSCR; and F/A-18 Core Team, DSCC.

The purpose of this award is to increase visibility of organizational goals, advance the use of teamwork in the work environment and motivate all DLA personnel to improve the level of team performance. This award recognizes any team in DLA that has improved organizational performance by using structured improvement methods and/or advanced the principles of teaming and teamwork in the work environment.

DSCP was named Equal Employment Opportunity Activity of the Year. The center's command and Board of Directors demonstrated exceptional support for a wide variety of EEO and diversity programs and activities. The EEO Office provides registration fees and temporary-duty funds for members of the Hispanic Employment Program, Federal Women's Program, Advisory Committee for Employees with Disabilities and Equal Employment Opportunity Advisory Committee to attend national training conferences related to their committees' mission. They also have established and continue to develop partnerships with the several colleges.

Floyd E. Crawford III, Defense Logistics Information Service, was honored as the Outstanding DLA Employee with Disabilities. He has worked the last two years in the Aviation and Missile Command Cataloging Support Branch providing valuable research on several projects and work requests. Crawford has researched and processed several thousand procurement item description national stock numbers in support of business systems modernization file cleanup efforts.

James Keeton, Defense Distribution Center, was cited for Achievement in Equal Employment Opportunity by a Line Manager. He actively participates in the planning, executing and after-action review of all the diversity programs. The programs celebrate Hispanics, native Americans, Americans with disabilities, veterans observance, the Dr. Martin Luther King Jr. observance, Black History Month and Women's History Month.

Jo Linda Warren, DDC, was singled out for Achievement in Equal Employment Opportunity by a Non-Manager. She serves as the primary representative on a committee that promotes diversity. The committee looks to Warren for problem solving, researching and executing many of the details required in the planning and presentation of Hispanics, native Americans, Americans with disabilities, veterans observance, the Dr. Martin Luther King Jr. observance, Black History Month and Women's History Month diversity programs.

Suggestion Awards went to Teddy Winn and Larry Skelding,

DLIS. The annual Suggestion Awards were created to recognize civilian or military personnel whose adopted suggestions have significantly improved organizational efficiency or government operations. Awards are granted for the most suggestions approved during the consideration period and for the one suggestion for which the largest monetary award was granted.

Employee of the Quarter Annual Winner was Arthur Hebert, DESC. He demonstrated superior performance while executing his role as logistics Manager for DESC Iraq. Hebert volunteered to deploy with a small team of professionals to Baghdad where he successfully oversaw a flawless coordination, placement and execution of 11 separate fuel contracts from three countries into Iraq.

DRMS received the 2003 DLA Environmental Award. The award is for environmental restoration and cleanup of the Artic Surplus Salvage Yard located in Fairbanks, Alaska.

John Ewell, DDC, was presented the 2003 Quality of Life Excellence Award. He has served as the Defense Distribution Susquehanna Depot Post Restaurant manager for the last 15 years. During this time the business has expanded from the original four cafeterias and mobile canteen located on one installation to a multi-site five-location operation.

DLA Leadership Awards went to Barbara Robertson, Tier I, DSCC; Linda Merenda, Tier II, DSCP; Wendy Boettger, Tier III, DRMS; Linda Johnson, Tier IV, DSCC; and Air Force Col. Leonard Petrucci, Tier V, DLA

Customer Operations and Readiness Directorate. This award recognizes outstanding performance in the DLA leadership competencies. There are five leader awards, one for each of the five leadership tiers: Tier I (non-supervisor); Tier II (supervisor of less than two years); Tier III (first-line supervisor of two to 10 years); Tier IV (first-line supervisor with more than 10 years or manager, a supervisor of supervisors); and Tier V (manager of managers).

Officer of the Year Awards were presented to Air Force Capt. Stephen K. Jordan, Company-Grade Officer of the Year; Air Force Master Sgt. Carrie L. Kruse, Senior Noncommissioned Officer of the Year; and Army Staff Sgt. Rebeca R. Kennedy, Junior Noncommissioned Officer of the Year. This award recognizes the company-grade officer, senior noncommissioned officer and junior noncommissioned officer whose performance distinguished them from their peers through their contributions to the DLA mission.

Reservists of the Year were Navy Reserve Lt. Rachel McNary, DLA Joint Reserve Forces Junior Officer of the Year; Army Reserve Master Sgt. Harry McKay, DLA Joint Reserve Forces Senior Enlisted Member of the Year; and Air Force Reserve Tech. Sgt. Caroline L. Diaz, DLA Joint Reserve Forces Junior Enlisted Member of the Year. This award recognizes the junior officer, senior enlisted member and junior enlisted member whose performance distinguished them from their peers through their contributions to the DLA mission. ♦

DLA Program Receives David Packard Acquisition Award

By Joy Kress
DLA Public Affairs

The two-day Program Executive Officer-System Commanders' Conference, hosted by the Defense Acquisition University at the Fort Belvoir, Va., Officer's Club, concluded with a shower of praise Nov. 17 for three Department of Defense programs awarded the David Packard Excellence in Acquisition Award.

Named for the late David Packard, a former deputy secretary of defense and co-founder of Hewlett-Packard Co., the award was established to recognize DOD civilian and military organizations, groups or teams who have made highly significant contributions that have demonstrated exemplary innovations and applications of best acquisition practices.

Undersecretary of Defense for Acquisition, Technology and Logistics Michael Wynne, who selected the top three for their work during the 2003 calendar year, said that the winning teams "each used new ways to expand the talents of their people, extend the life of our material and stretch the purchasing power of every dollar. They also were able to demonstrate new ways to work with their partner industry and to manage products as we move into the 21st century."

The advanced, Web-based government electronic marketplace application, DOD EMALL, hosted at the Defense Logistics Agency's Defense Logistics Information Service, was among three programs awarded, including the B-2 Total Systems Support Partnership between the Air Force B-2 program office and Northrop Grumman and the government-wide purchase card team of the 374th Contracting Squadron.

Aiming to provide a centralized, efficient and cost-effective procurement experience for its users, DOD EMALL allows its users to search, browse and purchase commercial and government off-the-shelf products and services through a single interface in an easy-to-use online format.

The program continues to increase the number of transactions in the system through an active marketing campaign while promoting the beneficial cost savings through electronic purchasing.



DLA Director Vice Adm. Lippert (far left) along with Senior Procurement Executive Scottie Knott and Information Operations Director Mae De Vincentis (far right) attended the awards ceremony with DOD EMALL team members. (Photo by Army Spc. Tanekwa Bournes, DAU)

DLA specific transaction costs for manual purchases, for example, averaged \$146 per transaction. The cost for the same transaction carried out on DOD EMALL averaged \$11.31, a cost avoidance of \$134.69 for each manual transaction.

While many government departments and services have moved toward electronic purchasing to lower transaction costs and speed up the ordering process, DOD EMALL has seen tremendous growth from \$14 million in sales in fiscal 2002 to \$233 million in sales for fiscal 2003. The Department of Homeland Security estimates it will save 15 percent in addition to its existing business processes while providing a better user experience for buyers through DOD EMALL.

Before DOD EMALL Team Lead Debra Fryar accepted the award on the program's behalf, Wynne specifically thanked DLA Director Vice Adm. Keith Lippert and DLA Acquisition Executive Scottie Knott for the Agency's incredible customer service rate to all soldiers, sailors, Marines and airmen around the world.

"What you have witnessed here today is the best of the best for 2003," Wynne concluded. "As 2004 comes to a close, I've already seen the impact this year's winners have had on transforming the business of logistics, and I am excited to see what accomplishments are in store for next year." ♦

DSCR Environmental Compliance Garners Awards

By DSCR Public Affairs

Defense Supply Center Richmond, Va., has earned two environmental awards.

Chesterfield County, Va., officials presented DSCR with an Exemplary Environmental Compliance award in the Most Improved Industry category. The award covers the period of July 1, 2003 to June 30, 2004 in the area of pollution prevention.

"This [award] shows the long distance that DSCR has traveled over the recent months in improving our environmental image," said Jimmy Parrish of the environmental office. The DSCR Safety, Occupational Health, and Environmental Office received the award from the county in October 2004.

Also in October, DSCR earned an Outstanding Achievement Award for a Government Facility for 2004 from an organization known as Businesses for the Bay, a team of businesses, industries, government facilities and other organizations within the Chesapeake Bay watershed. The overall goal of Businesses for the Bay is to contribute to the long-term improvement of the quality of the bay and its rivers through widespread, voluntary implementation of pollution prevention practices throughout the watershed.

The foundation of DSCR's award winning pollution prevention practices lies in its Environmental Management System, Parrish said. "An EMS allows each employee to look at the impact his or her job function has on the environment," he said. "If these impacts are deemed severe, this management system allows controls to be put into place to minimize any harm. An EMS also



Employees from the DSCR Safety, Occupational Health and Environmental Office receive the Outstanding Achievement Award for a Government Facility for 2004 from an organization known as Businesses for the Bay. From left: Kendi P. Philbrick, secretary of Maryland's Department of the Environment; Alexandra Kim, DSCR pollution prevention manager; Jimmy Parrish, DSCR environmental management system representative; Charles Carrell, director of the DLA Enterprise Support Office – Richmond; Adrienne Moore, chief of DSCR Environmental and Safety Office; and Eric Thumma, director of the Pennsylvania Bureau of Energy, Innovations and Technology Development.

encourages the pursuit of initiatives to improve the environment. This continual review of job functions, and the identification of operating efficiencies, also has a positive impact on overall center mission performance."

Some of the areas where the environmental staff excelled during the award period were:

- Using re-refined motor oil. Approximately 10 percent of the oil products purchased by DSCR in 2003 were re-refined.
- Purchasing remanufactured toner cartridges. For the past two years, 100 percent of the toner cartridges purchased by DSCR were remanufactured.
- Using recycled antifreeze. For

the past two years, 100 percent of the antifreeze purchased by DSCR was recycled.

- Using electric vehicles. In 2003, DSCR purchased 10 Global Electric Motorcars and retrofitted four conventional scooters with electric motors. These cars replaced gasoline-powered scooters.

- Closed-loop car wash. DSCR completed construction of a closed-loop car wash in October 2003. This system eliminates the discharge of wash waters and associated contaminants to the sanitary or storm sewer systems. Contaminants are removed and collected separately (for later disposal) from the wash water, which is then re-used at the head of the wash process. The use of a closed-loop

wash water recycle system can reduce water consumption by up to 80 percent.

- Labeling of drains. In cooperation with Chesterfield County, DSCR used the efforts of a local Girl Scout troop to place identification labels on the majority of the storm drains located on the center. These labels highlight the stream or river to where the storm water flows, include an emergency phone number and encourage all employees not to pollute.

- Low-flow paint nozzles. DSCR purchased high-volume low-pressure spray-paint guns for three paint

booth locations. HVLP spray guns deliver paint at about 10 pounds per square inch or less, which causes less paint to be lost in overspray as well as increased transfer efficiencies of up to 90 percent.

- Recycling program. DSCR collects white office paper, mixed paper, laser toner cartridges, cardboard, plastics and scrap metal for recycling. An estimated 85 percent of white paper and 70 percent of cardboard generated at DSCR is recycled. Total revenue generated from the program during fiscal 2003 was approximately \$46,200. The total cost avoidance, which includes money saved on solid

waste disposal costs and recycling revenue, was approximately \$340,000.

- Water quality. DSCR is sampling and determining concentrations of nutrients such as nitrogen, phosphorus and potassium, which could drain from the installation into receiving streams. The study will span 15 months, and will culminate in a nutrient management plan which recommends amounts of fertilizer application for such horticultural endeavors as lawns and flowerbeds, and provide a strategy for dealing with any problem areas such as animal wastes. ♦

Report Alleged Fraud, Waste, Abuse or Mismanagement

To report instances of alleged fraud, waste, abuse or mismanagement in DLA/DOD programs or operations, contact one of the following:

The DLA Hotline Program Web site at: www.dla.mil/dcica

The DLA Hotline Program at 1-800-411-9127 or
DSN 427-5447, Fax 703-767-5474 or DSN 427-5474

Write to the DLA Hotline Program:
DLA Hotline Program (DCIA)
Defense Logistics Agency
8725 John J. Kingman Road, Suite 2358
Fort Belvoir, VA 22060-6221

The DOD Defense Hotline Program Web site at:
www.dodig.osd.mil/hotline

The DOD Defense Hotline Program at
1-800-424-9098

Write to the DOD Defense Hotline Program:
Defense Hotline
The Pentagon
Washington, DC 20301-1900

The DOD Defense Hotline e-mail at:
hotline@dodig.osd.mil ♦

